

THE DIVERSITY NEWSLETTER

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Navy Official Encourages Military Diversity in Globalized World



Defense dept photo

**By Samantha L. Quigley
American Forces Press Service**

We are living in a completely different world today, where diversity is a force multiplier in the global war on terrorism, a top Navy personnel official said.

"We need to continue being a nation of immigrants," Assistant Secretary of the Navy for Manpower and Reserve Affairs William A. Navas Jr. said in an interview with the Pentagon Channel and American Forces Press Service on Sept. 22. "Not in the old paradigm of a melting pot, but more of a nation of immigrants where we value diversity, language, culture. Because that's the only way we, working in this new era of globalization, can maintain our position in the world."

The United States' great diversity can serve as a tremendous strength, Navas said. That strength comes in the understanding of other countries, people and cultures -- and making sure other countries, people and cultures can relate to the United States.

As a young Hispanic, Navas took advantage of what the military had to offer. This year's recipient of the Hispanic Magazine Achievement Award for Leadership, Navas was commissioned as an Army officer in 1965. He left active duty in 1970 as a captain and joined the Puerto Rico National Guard. He retired as a major general from his last active-duty position as director of the Army National Guard from 1995 to 1998.

He said the military still has a lot to offer a lot of young people, not just Hispanics. "It's a great place to learn discipline, to learn responsibility, to strengthen your values, to learn teamwork,

leadership. For any young person out there it is a great place," Navas said. "For a young Hispanic, especially for our young immigrants, it is a place to demonstrate that you're serious about coming to this country and that you're willing to share in the defense of the country."

Today, he said, the military seeing to the nation's security and defense is top-notch. More so than the Vietnam-era military he served in, he said.

"Today's military, after the end of the draft in 1973, is a high-quality military," Navas said. "I see the quality of the soldiers, the airmen, Marines and the sailors that we have today, and it's a vast difference."

But Navas does see developing Hispanics' role as military leaders as a challenge largely centering on language skills and guidance.

"In leadership roles, communications skills are very, very critical," he said. "And what I see (lacking) in a lot of our young Hispanics -- although they are very bright, very capable -- (are) their language skills in English. ... English for them, for all of us, is a second language."

He said weakness in English is often "perceived as a lack of leadership ability." Parents need to make sure kids don't lose their native tongue, he said, but they also really need to encourage them to master English.

Navas said that Hispanic leadership in the military needs to be encouraged. Such leadership isn't where it should be because the seeds weren't planted 20 years ago, he said. Those seeds are being planted today, but developing Hispanic leaders in the military will take time.

"You don't basically hire a general or a sergeant major, or a colonel ... you have to grow them."

Though many don't agree with him, Navas said, he would like to see a day when it wasn't necessary to celebrate minority heritage months.

"We're beyond that. But if we're going to do that, I would not encourage the stereotype of having a couple of burritos, two tacos, a Mariachi band and then forget about the whole thing," Navas said. "We need to look at ... what are the contributions that Hispanics have made."

"I have said before that I think the new paradigm, rather than a melting pot, should be like a salad bowl. We have all these different ingredients -- with different colors and textures and tastes -- and what binds us together is this salad dressing of core American values," he said. "I think that's the America that I see in the 21st century." *

Marine Corps is a wealth of Diversity

By Lance Cpl. Cathryn D. Lindsay



USMC PHOTO

CAMP FOSTER, OKINAWA, Japan By observing a single formation of Marines, one will see that the Marine Corps is a wealth of diversity. One of the fastest growing groups in both the United States and Marine Corps is Hispanics.

For this reason, the Marine Corps, like the rest of the nation, celebrate National Hispanic Heritage Month Sept. 15 through Oct. 15.

This year's theme is "Making a Difference in Our Communities and Our Nation," explained Staff Sgt. September D. Brownfield, the equal opportunity advisor for Marine Corps Base Camp Butler.

Hispanic heritage was originally celebrated in the United States as National Hispanic Heritage Week, Brownfield explained. President Ronald W. Reagan extended it to a month long commemoration in 1988. The celebration corresponds with the anniversaries of independence for seven Latin American countries: Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Mexico and Chile.

The term Hispanic is defined by the U.S. Census Bureau as the Spanish-speaking people in the United States of any race. The Hispanic community is the fastest growing in the country and will account for about 44 percent of the population growth from 2000 to 2020, according to the U.S. Census Bureau. About 13 percent of Marines are Hispanic and there are more than 25 Hispanic Medal of Honor recipients.

The Hispanic culture adds to the multitude of diversity seen in the Marine Corps, and will be celebrated many different ways across Okinawa by children and adults alike.

"My role as the first Hispanic Marine to achieve the rank of master gunnery sergeant in my military occupational specialty shows that Hispanic Marines can achieve anything," said Master

Gunnery Sgt. Frankie Segarra, the paraloft chief, Landing Support Company, 3rd Transportation Support Battalion, 3rd Force Service Support Group.

Segarra has been in the Marine Corps for more than 20 years, and his family is originally from Puerto Rico. Segarra is of the first generation to be born in the United States, he explained.

"Hispanic Marines bring their culture to Marine Corps," Segarra said. "Hispanics have a lot of pride in their heritage."

"The contributions of Hispanics are (numerous), and the

Hispanic community has done much to make this country better and stronger. In the arts and sciences, business, industry, military, sports and in all facets of American life, Hispanics have made major contributions to the growth and development of our great nation," Brownfield said. *

Native American Heritage gets a home in Washington D. C. and Arlington V.A.



Over the past two years, in 2002 and 2003, the Lummi Nation, working with other tribes and intertribal organizations, delivered totem poles to help the American Nation heal from the events of September 11, 2001. The 2002 Healing Pole and the 2003 Honoring Pole commemorated the tragic events of that day in New York City and in Shanksville, Pennsylvania.

In October of 2003, the Lummi Nation began planning for the third, and final, totem pole to be delivered to the third crash site of September 11, 2001: the Pentagon. The ability to undertake this journey was due in large part to the help from two people: Barbara Skudlarick of the National Air Disaster Alliance and Foundation, and Mr. Abraham Scott, a member of the Pentagon Memorial Committee who lost his wife, Janice, in the attack on the Pentagon. Our prayers and blessings go to each of them, their families, and their loved ones.

In July of 2004, the creation of the Liberty and Freedom poles was begun. On September 1st, the expedition with the completed poles departed Lummi.

The Liberty and Freedom Totem Poles will be received at the Pentagon on September 19, 2004 and will remain for public viewing at the Pentagon until September 23. On the morning of September 23 they will be taken to the Historic Congressional Cemetery for an afternoon ceremony. They will remain at the site until the fall of 2005 when they will be incorporated into the design of the 9-11 Pentagon Memorial Grove on Kingman Island. In addition to the event on September 23 the public is invited to come to view the totem poles during the afternoon of Saturday, September 25. www.congressionalcemetery.org



National Museum of the American Indian Photo

It is appropriate that the totem poles were dedicated at the Pentagon during the Same week that the National Museum of the American Indian was dedicated just across the river in Washington D.C.

Set against the dramatic backdrop of the U.S. Capitol building on the National Mall, the museum's location symbolizes a deeper understanding and reconciliation between America's first citizens and those who have come to make these shores their home. The opening of this museum marks a unique cultural achievement as Native Americans from North, Central, and South America realize a long-awaited dream to share and honor their vibrant cultures with visitors from throughout the world. *

See more of the museum at <http://www.nmai.si.edu/>

NCIS Director Recognized for Promoting Diversity in Law Enforcement

By Mandy Rudloff, Naval Criminal Investigative Service Public Affairs

WASHINGTON (NNS) -- David Brant, director of the U.S. Naval Criminal Investigative Service (NCIS), received the 2004 Hispanic American Police Command Officers Association (HAPCOA) Aguila Statue Award for outstanding achievement in the field of law enforcement at an awards ceremony Nov. 11 in San Antonio, Texas.

The award is HAPCOA's highest recognition, given "for exceptional contributions by an individual or an organization in support of HAPCOA's mission and goals."

NCIS is a team of federal law enforcement professionals dedicated to protecting the people, families and assets of the U.S. Navy and Marine Corps.

Brant said that Hispanic American special agents at NCIS "have distinguished themselves as leaders in numerous and diverse assignments and environments."

"The need for cultural diversity at all levels of law enforcement

– local, state, federal and international – is essential," Brant added.

During his seven years as director, Brant's actions in support of NCIS' Hispanic American personnel have resulted in a surge of Hispanic American special agents in leadership roles, in areas including counterintelligence, personal security and criminal investigations.

Brant joined NCIS in 1977 after serving as a police officer in the Dade County, Fla., Metropolitan Public Safety Department.

Established in 1973, HAPCOA is the country's largest association of Hispanic American command officers from law enforcement agencies at the municipal, county, state and federal levels. One of HAPCOA's primary goals is advancing the selection, retention and promotion of Hispanic American personnel in professional law enforcement criminal justice organizations throughout the United States.

People Person



US Navy photo

Mary Lacey must woo 41 angry unions while renovating the Defense Department's civilian personnel system. Good thing she's a consensus-builder.

By Shawn Zeller

Mary Lacey is described by her colleagues as a brilliant engineer, a woman who has thrived in a man's world, a "people person" able to build consensus, and a mentor to many promising Navy civilians. To be sure, she has built a stellar reputation during her 31-year government career, eight of those in the Senior Executive Service.

In May, Lacey landed the big one, a job that will define her career, and likely the future of the Defense Department. As the program executive officer for the National Security Personnel System, the 49-year-old is leading the team that in the next few weeks will propose performance-based pay rules for 650,000 Defense civilians, more than a third of the government's General Schedule workforce. Those rules will shake the foundation of the civil service and could lead to its permanent replacement. Then, during the next four years, she has the unenviable task of dismantling the General Schedule while building the new system from scratch.

Lacey understands the magnitude of her job. "We are talking about people's livelihoods," she says. "This is going to be affecting employees' pay, something that used to be untouchable." And it's going to take a long time - until 2008 at least. The new system

"will need care and feeding until it's institutionalized . . . Change is a scary thing," she adds.

To get there, Lacey needs to win over, or at least assuage, the Defense Department's unions, which are adamantly opposed to the change. Many managers are nervous as well. Lacey wants to assure them that no one is going to touch the rules that transformed the American civil service from a machine marred by graft and patronage to the merit-based system that exists today. "I am a civil servant," she says. "Those two words are very important to me." But without new rules, she adds, Defense will fall further behind the private sector in the competition for talent. And Defense managers will feel more compelled to turn over civilian work to contractors and military personnel due to inflexible rules.

She says that's because the restrictive job classifications of the General Schedule that limit employees to a narrow job and salary range are a turnoff for talented young workers, she says. And Defense managers are frustrated by the slow pace of hiring as well as their inability to quickly assign new tasks to civilian employees, or to move them to new locations.

Lacey is in step with Defense Secretary Donald Rumsfeld and Undersecretary of Defense for Personnel and Readiness David Chu, who first made those arguments while successfully lobbying Congress for the new authorities last year. But those positions will be difficult to reconcile with Defense's unions, which argue that the existing General Schedule system works well and that the type of changes management is proposing - pay for performance, strict disciplinary rules and more limited union bargaining - will only hurt teamwork and foster favoritism.

Lacey has the temperament to see the job through to completion, says Karen Higgins, executive director for research and engineering at the Naval Air Warfare Weapons Division at China Lake, Calif. "Her leadership style fosters trust," says Higgins. In the late 1990s, the two executives worked together to launch a Navy Energetics Board to encourage Navy scientists to collaborate on weapons research.

Partly due to union opposition, the personnel system design process was in disarray before Lacey was hired last May. After Congress passed the 2004 National Defense Authorization Act in November 2003, granting Defense authority to waive sections of the civil service code and devise new personnel rules, the department rushed headlong into writing regulations with the idea of launching the system by the end of 2004.

Things quickly unraveled. Left out of the design process, unions cried foul. So did the Office of Personnel Management. Soon, members of Congress were lashing out at the Pentagon, urging officials there to slow the process. In February, Rumsfeld charged Navy Secretary Gordon England with rescuing the design process, and England quickly began a search for a day-to-day manager. "We had a good sense that we had to do a bit more listening to employees and managers and really design this thing," recalls Peter Brown, executive director of the Naval Sea Systems Command, who held Lacey's job on an interim basis before she was hired.

Defense wanted an office that would follow the model it had developed for significant acquisition projects, with the top two posts held by a high-level program manager and a human resources expert. The Navy recommended that Lacey be hired for the program management slot. She long had been a top Navy engineer and, after joining the Senior Executive Service in 1996, she had impressed the brass with successful stints as head of the research department at the Dahlgren, Va., division of the Naval Surface Warfare Center, then as director of its Indian Head, Md., division,

and most recently, as technical director of the center, which a \$4 billion-per-year operation.

After a number of candidate interviews, Lacey stood out as the best qualified, according to Charles Abell, principal deputy undersecretary of Defense for Personnel and Readiness, who sat on the committee that selected her. "Her proven expertise in managing complex acquisition programs and personal, hands-on experience implementing a performance management-based personnel system made her the perfect candidate," he says.

Lacey was hired, Brown says, because she had three outstanding credentials: expertise in line and program management, familiarity with Defense's personnel demonstration projects and a working relationship with the agency's unions. "She has face-to-face, toe-to-toe negotiation experience with the unions," says Brown. "She's a scientist who can sit at a table and negotiate with the unions. Go find me three or four of those." *

Navy Signs Largest Public-Private Housing Partnership



US Navy Photo

By George Cahlink

The Navy recently agreed to privatize more than 5,000 family houses on seven naval installations under the sea service's largest housing initiative to date.

"Navy family housing privatization initiatives have proven to be very successful and are an important tool in the Navy's efforts to put quality homes in the hands of sailors faster," said Navy Rear Adm. Jeffrey B. Cassias, commander of the Naval Facilities Engineering Command's Northeast Region.

All of the military services are privatizing family housing on bases as part of an effort to upgrade quality of life for service members. Congress recently increased service spending caps on housing privatization from \$850 billion to \$1.3 billion.

Under the Navy's latest deal, the service will form a public-private partnership with GMH Military Housing of Newtown Square, Pa., that calls for the company to invest more than \$600 million in upgrading or replacing 2,400 homes over the next six years. The new homes will range from single-family to town homes and duplexes.

The Navy has used public-private partnership as a way to jump-start construction of new housing. The private company borrows money to upgrade and build, and then agrees to manage and

maintain the property for 50 years. In return, the Navy has military members sign a lease with the developer for the value of the member's basic housing allowances, which covers rent, utilities and renter insurance. Developers like the deal because they have a steady income stream for five decades.

All told, GMH Military Housing-Navy Northeast will manage 5,600 Navy units in Rhode Island, New York, New Jersey, Connecticut and Maine. *

NFL Continues Strong Support of U.S. Military

By Gerry J. Gilmore
American Forces Press Service

WASHINGTON, Nov. 17, 2004 -- The National Football League's support of America's armed forces during the war against global terrorism continues a tradition that's been maintained since World War II, the organization's chief executive noted Nov. 12.

America's military members "are doing incredibly important things" during the fight against terrorism, NFL Commissioner Paul Tagliabue pointed out, citing servicemembers' demonstrated "courage, commitment and sacrifice."

And it's important that the country -- to include the NFL -- back servicemembers' efforts, Tagliabue said.

"We need to support them," the commissioner said, adding, "We need to have the mindset that we have the responsibility to carry some of the burdens as well."

The NFL's support of the U.S. military "goes really back to World War II," Tagliabue observed, when many NFL players and coaches served in the military. That service continued, he said, during the Korean War.

In the 1960s the NFL began to work with the United Service Organizations, he noted, and cosponsored player visits to service members serving in Vietnam and other locales. Today, he said, more than 200 NFL players have taken USO/NFL- sponsored tours to visit with deployed and wounded service members.

NFL players, organizational staff and other representatives continue to visit deployed U.S. troops in places like Kuwait and Iraq, including making visits to wounded service members at Walter Reed Army Medical Center in Washington, Tagliabue pointed out.

In May, the commissioner visited service members in Germany. During that trip, Tagliabue said he and the players also "spent quite a bit of time" with the families of service members, who "are sacrificing too."

Tagliabue said the NFL will provide \$250,000 to the USO in memory of former Arizona Cardinals football player and Army Ranger Cpl. Pat Tillman, who was killed April 22, 2004, during combat operations in Afghanistan. The donation, the commissioner said, will be used to establish "The Pat Tillman USO Center" in Afghanistan.

Tillman had passed up a \$3.6 million contract with the Cardinals to enlist in the Army in 2002. His enlistment, Tagliabue recalled, "had a profound impact on everybody. It was the ultimate commitment; it was the ultimate sacrifice; and it showed tremendous courage."

Tagliabue said Tillman's death "absolutely stunned" the NFL community.

The former NFL player was posthumously promoted to corporal and awarded the Silver Star for gallantry, valor and heroism.

Tillman's selfless service "sets an example that people should aspire to, ... especially young people," Tagliabue said.

Tillman, who'd also served a tour in Iraq, was the first NFL player to die in combat since the Vietnam War and the first NFL veteran since World War II to receive the Silver Star. People can help keep Tillman's memory alive, the commissioner said, by supporting The Pat Tillman Foundation.

The NFL also supports America's military through public-service tributes during NFL game commercial breaks, Tagliabue noted. A new spot, he observed, salutes the important roles played by the Guard and Reserve forces and their families. More military support, he said, is slated for the post-season NFL playoffs and during the Super Bowl.

A basketball star at Georgetown University in the early 1960s, Tagliabue later worked at the Defense Department as a policy analyst. During the 1970s and '80s he was an attorney for the NFL. Tagliabue assumed the NFL commissionership from Pete Rozelle in 1989.

Tagliabue, who celebrates his 64th birthday Nov. 24, noted that his two older brothers served in the military during the Korean and Vietnam wars. Today, he has two nephews in the Marine Corps, one serving in Afghanistan and the other headed for duty in Iraq. His nephews' military service illustrate "two great examples of the kind of commitment that our young people are making," Tagliabue said.

"This is part of our family history because two young men really stand out in their generation," the commissioner observed. "And I think everyone in their generation and in the older generations, like me, really understands what that means -- for the family and for the nation."

America's service members should realize that "people are paying attention to what they're doing," Tagliabue said. "And we understand how much we're all benefiting from what they're doing." *



US Navy Photo

Veterans Day
Washington D.C.

If you would like to submit photos, articles, or interviews, E-mail Darrell.Nolan@navy.mil with your submissions.

To visit past issues of the Diversity Newsletters, go the Navy Knowledge Online website under personnel development at www.nko.navy.mil, or contact SPAWAR's EOA SHCS(SW) Robinson at (858)537-8747.